



SECURITY MANAGEMENT PLAN

**Randwick Racecourse
Sydney
Sunday 10th of March 2013**



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Commercial in Confidence

**Future Entertainment: P.O Box 306 South Melbourne, Victoria 3205 Australia
Phone: 03 9686 1166**

Version 2.0 (Draft) – January 2013

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1. Purpose

The purpose of this security management plan incorporating the security risk assessment is to provide practical guidance to security management at the Good Life Youth Music Festival 2013 event and minimise the risks of injury or damage to persons or property from security hazards and risks existing at this event.

Risks of injury to employees, members of the public and other persons in attendance at Good Life 2013 will be eliminated or, where that is not possible, reduced so far as is reasonably practicable in accordance with the duty of care principles.

2. Scope of Security Management Plan

This document will look at the crowd management issues and event security in support of the event risk assessment with specific emphasis for site management of event security and crowd management in accordance with ISO 31000:2009 International Risk Management Standards.

3. Event Overview

Good Life comprises of musical performances across multiple stages. It is scheduled for Sunday 10th of March 2013 at Randwick Racecourse and is strictly an under 18's event.

Patrons over the age of 18 will not be permitted entry. For additional event information www.goodlifefest.com.au

This will be the first time Good Life will be held in Sydney. The 2012 show held at Flemington Racecourse in Melbourne attracted a sell out crowd of 15,000. The venue coped extremely well with the crowd size. The feedback we received from the public was overwhelming.

Type	Music Festival - Mass Gathering (Underage 13yrs to 17yrs)
Date	Sunday 10th of March 2013
Location	Randwick Racecourse
Duration	1300 to 2000
Expected Attendance	15,000 to 20,000
Entrance Points	1 Entry Path – Two Check Points
Stages	4
Licensing	No alcohol permitted
Security Contractor	ISEC
Security personnel to be deployed	200

4. Event Management - Future Entertainment

Paul Barbaro	Event Director	0413 782 913
TBA	Director	
TBA	Event Manager	
TBA	Security Manager	
TBA	Safety Officer	
Dennis Sheehan	Site Manager	0409 040 706

5. Event Venue & Site Layout

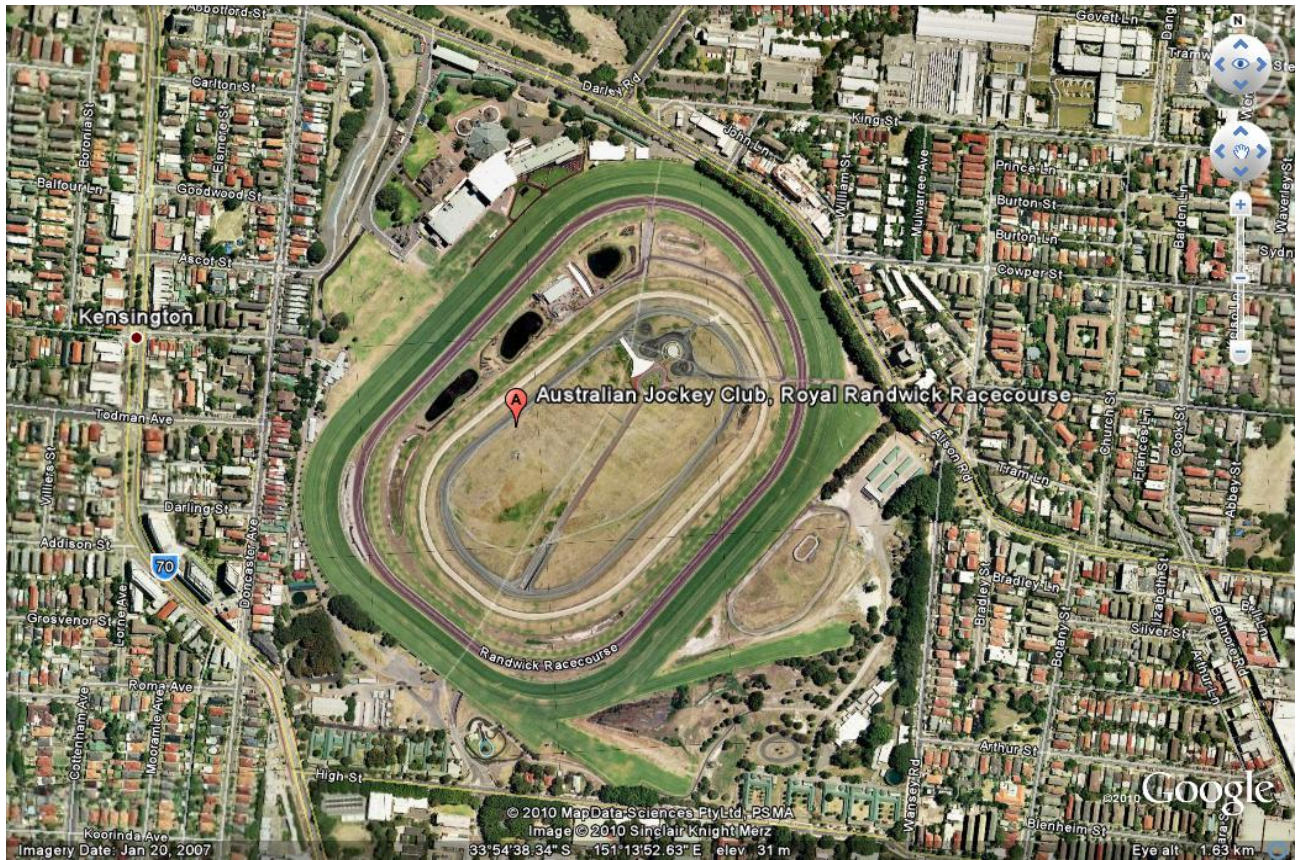
Royal Randwick Racecourse is a racecourse for horseracing in the Eastern Suburbs of Sydney, New South Wales. Randwick Racecourse is operated by the Australian Turf Club and is located approximately 6km from the Sydney Central Business District in the suburb of Randwick.

Besides horseracing, Randwick Racecourse has been utilized as a venue for many other events including concerts and previous Future Entertainment events.

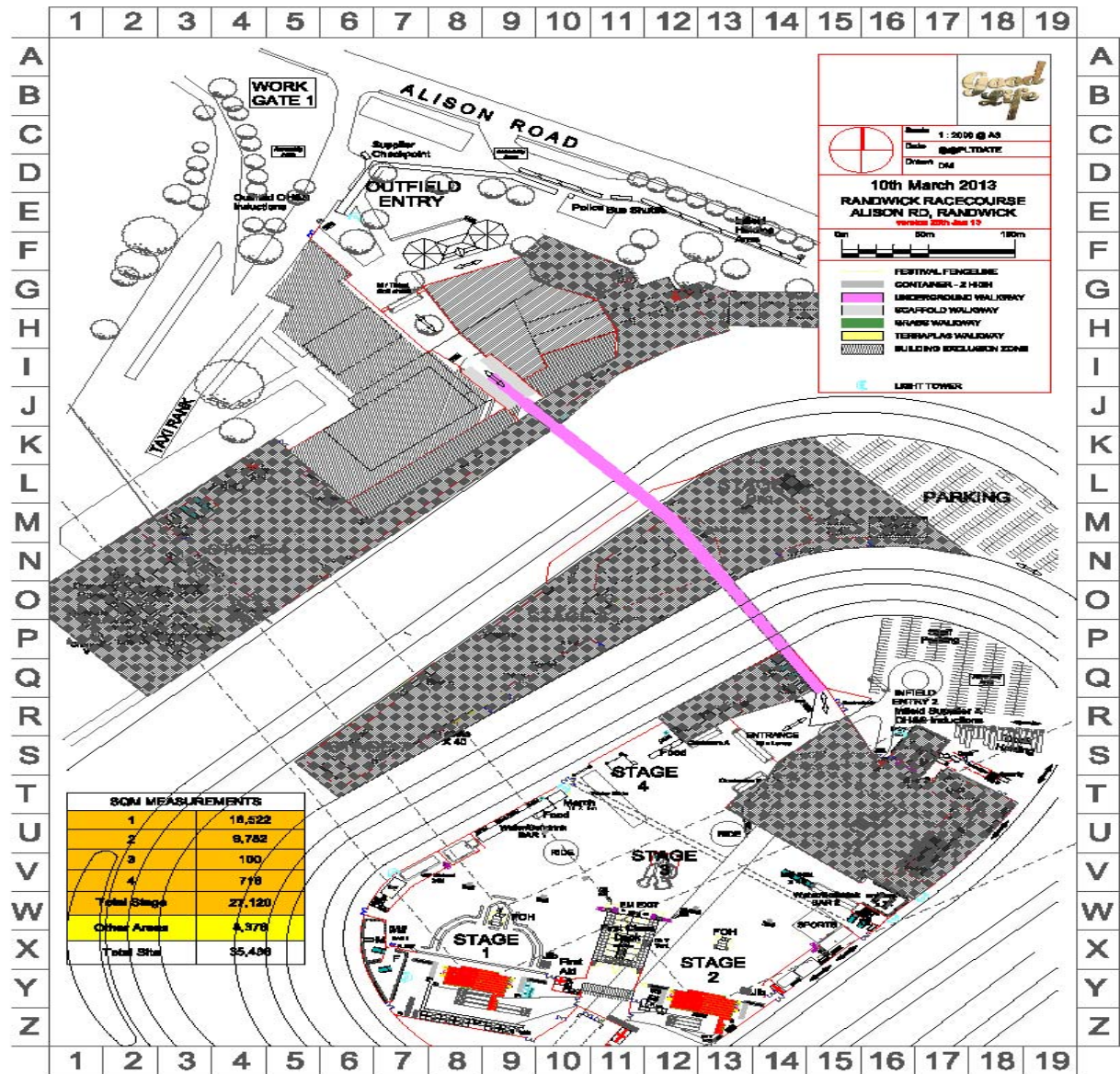
The following subjects were considered by Future Entertainment when selecting the venue:

1. Proximity to suitable public transport.
2. Provision for policing, first aid and command facilities.
3. Facility able to meet the needs of the proposed crowd numbers.
4. Buffer zones between noise sources and noise-sensitive neighbouring properties.
5. On-site emergency muster points.
6. Multiple emergency service routes.
7. Close proximity to emergency responders, hospitals and emergency services
8. Ingress and Egress points

The two main temporary infrastructures required are stages and fencing. The stages used are not for use by the public and temporary fencing is used in conjunction with the provision of security staff to ensure security of the event from unauthorised entry. Both of these strategies are common at all our Future Entertainment events and pose no threat to safety.



6. Site Map/s





7. Planning

Key Stakeholders

In planning there are various agencies which will be contacted and met with by Future Entertainment prior to the event itself. This includes anyone who has a critical role in the operation of the event or anyone providing a service as a contractor.

Agencies that will be contacted include:

- ATC – The venue
- Police
- Security Contractors
- First Aid provider
- Transport operators
- State emergency services
- Local Council

Planning early

Future Entertainment has commenced the planning early enough to allow time for:

- Coordinating with any other bodies involved
- Gathering all relevant information
- Drawing up plans
- Carrying out consultation
- Amending plans
- Implementing plans

The audience

Future Entertainment planning action will depend on the number of people likely to visit the venue, taking into account:

- Attendance on previous occasions
- The numbers who have visited similar events
- The level of publicity
- Advance ticket sales
- The effect of public holidays, school holidays and particularly good weather
- Whether some parts of the day is going to be particularly busy, especially the headline act

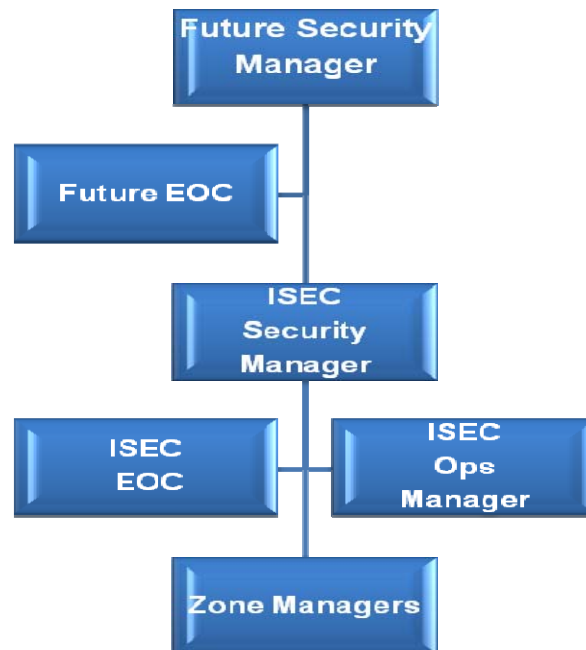
Staffing

Incorporated into the security operation roster is an effective management structure for crowd control. Future Entertainment's planning for with the security contractor will include:

- Appointing a senior member of staff to have responsibility for crowd control when the venue is open to the public
- Identifying the roles and responsibilities of individual staff members
- Developing a command structure
- Ensuring that all security staff are adequately trained and briefed
- Introducing effective communication channels

The command structure implemented by Future Entertainment is clear and easily understood and includes all staff concerned with crowd control. It generally allows control to be exercised over all groups and support coordinated action where required. Too many levels of command is avoided, because in an emergency information needs to be passed on quickly. It is important for safety and security that roles and responsibilities with Future Entertainment are clearly defined

8. Security Organisational Chart



9. Communication Strategy

Communication is a critical issue when running Good Life 2013. Essential information needs to flow unhindered between all staff concerned with crowd management at the event, both during normal operations and in emergencies, and between representatives of any major groups present at the event.

Details of radio frequencies, telephone numbers and similar communications information and related procedures will be distributed to all staff, prior to the event.

The Future Entertainment Security Manager via the EOC will establish the means of communication with the security staff, emergency services, and the crowd in an emergency

Event Operation Centre – EOC

The EOC is located at coordinates G 12 on the site map. Future Entertainment will engage an EOC Manager to command operations.

The EOC Manager is the common and absolute link between Future Entertainment and all other stakeholders. The role of managing the EOC goes hand in hand with protecting the event, representing Future Entertainment in a professional and positive manner whilst creating an environment within the EOC which is informed, pro-active and engaged.

The EOC is about getting fast, clear, relevant and effective communications to the on ground staff. It's about listening, observing real time footage and taking/providing direction to resolve problems and gain resolution to situations as they arise.

The EOC must have representatives from all stakeholder groups involved with Good Life in attendance for the duration of the event

The EOC centre should be equipped with:

- Land line telephones
- Two way radios
- Site maps (AO size)
- Tables and chairs - separate area for each stakeholder.
- Detailed maps of surrounding streets
- Plans of the venue showing critical services and isolation points. Fire services, electrical, gas, water, sewerage.
- Sound insulation if it is an area prone to concert noise.
- Emergency lighting and power
- CCTV
- Air conditioning (where available)
- Whiteboard with markers
- Clock

10. CCTV

This may range from a few fixed cameras at key locations to the use of a large number of remote-control cameras with zoom lenses that Royal Randwick has installed. CCTV allows an overview of sections such as entrances, stages, departure routes and problem areas to be relayed to a central control point.

Future Entertainment recommends that the ATC CCTV operator provide access to and the use of the venues electronic security equipment (CCTV), wherever possible to the EOC. Future Entertainment recommends that the venue's incumbent security provider be on duty to work with the Future Entertainment's security contractor to provide operational access to the CCTV system.

Future Entertainment will complement the existing CCTV system with the implementation and use of temporary cameras in strategic locations. These cameras will be installed and operated by Total View.

11. Security Operation

Future Entertainment has developed their security operation based upon principles of security. This approach will incorporate a combination of physical security measures and operational procedures.

This security management plan supports hazard mitigation and safety mechanisms to ensure the safety of site personnel and patrons, including:

- Early identification, assessment and treatment of event risks
- Physical security measures to restrict unauthorized items and access
- Accreditation measures to validate authorized personnel into restricted areas
- Surveillance to identify potential operational threats
- Static security locations to deter or prevent unauthorized entry
- Mobile patrols to respond to potential operational threats
- Coordinated communications and reporting procedures

Police and security staff have a major role in supporting Future Entertainment's security operations. Success will depend heavily upon Police and the security contractor's Security Manager showing leadership within their designated areas and responsibilities.

12. Security Contractors

The roles and functions of contracted security staff are crucial in the prevention of antisocial behaviour and crime at the Good Life 2013. At this event their major function is crowd control, as the crowd will be made up of mainly younger patrons and there is no structured seating.

The selected contract security provider for this event will be **ISEC Group**. They will appoint a Security Event Manager to manage their event day operations. This Security manager will work closely with the Future Entertainment Security Manager.

ISEC Group	The security contractor plays a key role in ensuring the security and safety of the event. From the planning of security for the event to the deployment of staff, the security contractor works with the event organiser, the venue and NSW Police to ensure robust plans are drafted and the appropriate staff are deployed. ISEC is responsible for securing internal, external security operations including entrances.
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Security staff supplied by the security contractor who will be in direct physical contact with patrons and are to be properly licensed and registered.

They must have:

- Good communication skills
- Basic training in evacuation procedures
- A basic knowledge in first aid and the ability to recognize distress
- Some knowledge of self-defense and how to control violent or unruly behavior and intoxicated persons
- Knowledge on their limitations on removing patrons and refusing entry to patrons
- Knowledge on lawful search techniques
- Knowledge of laws and regulations in relation to powers of arrest
- All security staff will meet the requirements of the Private Agents/Security Act with regards to licensing and training.

All security staff will meet the requirements of the Security Industries Act with regards to licensing and training and the classifications with regards to licensing as listed in the Act.

“Class 1 licenses are to be classified into subclasses. Those subclasses, and the authority they confer, are as follows:

- (a) Class 1A Security License – authorises the licensee to patrol, guard, watch or protect property (including the guarding of cash in transit) or to carry on such other activities as may be prescribed by the regulations.
- (b) Class 1C Crowd Controller – authorises the licensee to act as a crowd controller or bouncer”

The requirement to have a current 1st Aid Certificate (Workcover approved) shall be the responsibility of the individual security staff member. It will be assumed that the individual has on presentation of their security license obtained and maintained their first aid certificate.

Future Entertainment's expectations regarding security contractors engaged to provide the provision of security services at Good Life 2013 are that all staff as a minimum will be holders of a current and valid Class 1C Security License (Guarding & Crowd Control) as well as an approved and valid RSA (responsible service of alcohol) certificate.

Future Entertainment will work with and seek an undertaking from the security contractor to ensure they have the appropriate policies and procedures in place to comply with all Security Industry Registry, OLGR and ALEC requirements, as well as Workcover NSW.

Security staff will be issued by their organisation with appropriate identification holders to ensure their security licenses are displayed at all times as per the Security Industry Registries requirements.

Security licenses will be displayed at all times by security staff.

All security staff will be required to produce their security license when signing on. Any staff member unable to produce their license will not be permitted to commence work at anytime.

Security Manager (Contractor)

- Overall planning of Security Management for the event
- Overall delivery of the provision of security and event services on behalf of the security contractor for the event
- Liaise directly with Future Entertainment representatives on the day
- Ensure all staff briefings to Zone Supervisors and their staff are conducted accordingly, effectively and prior to the event
- Ensure security rosters are complete
- Ensure all staff are in positions on time and 15 minutes prior to their scheduled shifts and prior to the event commencing
- Ensure all staff are provided adequate food, water and breaks as necessary for their shift
- Be available for hourly briefings during the event
- Be available for a site inspection as required
- Compliance to all OHS, licensing and regulations for the state of VIC relating to security, safety and licensing

Front of Stage

- At least one security staff member per two metres of stage, including length of screamers (side extensions of the main stage).
- Security staff to prevent patrons accessing the stage, remove any injured patrons and monitor activities to ensure that crowd behaviour remains acceptable.
- Security staff are to provide egress from the audience area (if required) at either end of the stage barrier.
- Security staff must prohibit patrons from the stage unless arrangements are made with the authority prior to the event.
- Restrict access to accredited personnel only
- Protect Stage infrastructure and equipment
- Monitor patrons at front of stage
- Report any infrastructure problems to communications room to be passed on to production

Perimeter Protection

- Control patron access to venue
- Deny unauthorised entry of any person not holding a valid ticket/accreditation
- Report to the security controller any damage or defect which is likely to pose a threat to patron
- Safety e.g. fencing that has been brought down or damaged
- Assist as required in the evacuation of the venue
- Assist in the prevention of breaches of venue regulations.

- Be able to identify symptoms of drug/alcohol affected patrons they may require medical assistance
- Maintain emergency gates, help facilitate any medical transfer

Roving & Response Security

- Monitor the crowd throughout the event for signs of distress or overcrowding and take action in accordance with standing instructions
- Prevent overcrowding by ensuring compliance with the crowd limits in various parts of the venue
- Prevent patrons, as far as possible, from climbing fences and other structures e.g. light towers, advertising hoardings, speaker columns, etc. Where, by virtue of the scale of the incident, they are unable to prevent this, they should immediately report the matter to their zone supervisor
- Assist in the diversion of patrons to other parts of the venue, including the closing of turnstiles, when the capacity for any area is about to be reached.
- Identify and investigate any incident or occurrence among patrons, and report their findings to the EOC.
- Know the location of first aid posts.
- Direct distressed or unwell patrons to first aid posts.
- Be fully conversant with any methods or signals used to alert staff that an emergency has arisen.
- Be capable of recognising potential fire hazards and suspect packages, reporting such findings immediately to the EOC.
- Assist as required in the evacuation of the venue.
- Assist in the identification of patrons who are who do not possess the appropriate accreditation (wristbands)
- Assist in the prevention of breaches of venue regulations.
- Be able to identify symptoms of drug/alcohol affected patrons that may require medical assistance

EOC Representative

- Disseminate all radio transmissions
- Keep log of radio traffic, incidents, events and responses
- Monitor the event, giving an early indication of any problems & informing Future Entertainment and security contractor's Security Manager
- Control and respond to any incidents
- Direct key stakeholder resources to deal with any problems, issues or matters
- Distribute resources as required
- Ensure security plan is implemented and adhered to
- Coordinate & liaise with all key stakeholders in EOC
- Ensure all responses are coordinated, effectively and in a timely manner

Zone Supervisors

- Responsible for security staff in their zones
- Ensure all positions in roster, covered and not left vacant prior or during the event
- Understand & comply with all duties and responsibilities of all positions in their zones
- Attend supervisor briefings
- Liaise with EOC on staffing levels & responses
- Pro active in dealing with issues, particularly requests for additional staff
- Assist in conducting site inspection prior to the event
- Report any issues, matters, incidents, occurrences from their zone to the EOC in the appropriate time

Gate Staff

- Overall responsibility of Entry gate functions
- Be aware of patrons and vehicle traffic and keep distinct lines of separation at all times
- Maintain lines of entry to a safe standard and avoid overcrowding
- Provide information to patrons to speed up entry
- Conduct searches as per conditions of entry (including bag searches, body searches and metal detector wand)
- Check ID's to ensure patrons are **under** the age of 18yrs
- Educate entering patrons to no pass out procedures
- Keep area between entry lines and gates clear
- Be aware of volume of patrons waiting to enter and allocate staff and/or change procedure to speed up entry
- Limit gate to entry point only
- Enforce conditions of entry (COE)
- **Breathalyze patrons on entry to ensure blood alcohol level is .00 %**

First Aid Minders / First Aid Runners

- Limit access to first aid room to working personnel only (or as per medical chief's instructions)
- Guide first aid staff to emergency response locations
- Help secure area of medical response with the aim of protecting patient as well as staff and other patrons
- Assess any further risks and take appropriate action
- Be clear regarding site of any incident. Use communications room and maps for guidance. Staff to utilize site structures and map grid references & be familiar with both. If they are unsure of where they are, cease moving and get clarification
DO NOT PROCEED
- Help with transport of any patients via foot, gurney or ambulance
- One security person AT ALL TIMES at door to medical room. In the event of multiple incidences gain assistance from roving security in advance - do not wait.

Equipment required for security contract staff

Future Entertainment will instruct all security contractors to provide their staff with the following equipment:

- Event Information
- Security Uniform
- Ear plugs – if required
- Hand held metal detector – where required
- High visibility vest – where required
- Sun Block – if required
- Torch – if required
- Two way radio (ear piece, lightweight headsets & high noise headsets)
- Wet weather gear – if required

No security staff member will be permitted to carry a baton, handcuffs or a firearm on site or during the event.

Contractor uniforms

Future Entertainment will work with the security contractors to ensure that all staff uniforms are:

1. Clearly identifiable
2. Comply with the Industry Standards
3. Comply with Australian Standards

13. General Security Procedures

A register will be maintained of the names and the valid security license numbers by the security contractor at their muster / sign on area.

Each security staff member will be provided a written summary (an operational order) of all they are expected to know and do.

Staff will record incidents involving:

- Disorder
- Violence
- Other crime
- Ill health
- All other security relevant occurrences

Security staff will:

- Assist in identifying patrons who are banned from the venue / event, such as people who:
 - ✓ Are intoxicated
 - ✓ Are being aggressive or anti-social
 - ✓ **Are over the age of 18yrs**
 - ✓ Do not possess tickets or appropriate accreditation
 - ✓ Are in possession of forged/counterfeit tickets
 - ✓ Scalping tickets

- Patrol toilet areas (male and female), preferably every 20 minutes
- Prevent overcrowding by making sure the number of patrons does not exceed the venue's & event's legal crowd limits in the various parts of the venue
- Make sure all parking area entrances and emergency exits are kept clear and that vehicles are correctly parked
- Make sure that gangways and exits are kept clear
- Control all entries and exits
- Assist in the diversion of patrons to other parts of the venue, when the capacity for any area is about to be reached
- Identify and investigate any incident, such as violence, amongst the patrons, and report the findings to the EOC
- Know the location of, and be able to operate, the fire-fighting equipment at the venue
- Know the location of the first aid posts
- Direct distressed or unwell patrons to first aid posts
- Fully understand any methods or signals used to alert staff that an emergency has occurred
- Be capable of recognizing potential fire hazards and suspect packages, reporting such findings immediately to the EOC
- Immediately follow any instruction given in an emergency by a police officer or the EOC, or in the case of fire, instructions from the commander of the fire brigades
- Report to the EOC any damage or defect which is likely to be a threat to patron safety
- Assist as required in the evacuation of the venue, in accordance with the evacuation plan
- Assist in the prevention of breaches of venue regulations

14. Staff Training - Security

Staff training is an important element in risk minimisation and preventing problems arising from crowds for this event. It is important that staff receive proper training by their employer.

The security contractor is responsible for ensuring that all security staff are adequately trained and are familiar with the procedures and layout of the venue & event.

Future Entertainment recommends that training for security staff should include:

- Venue layout / site familiarization
- Roles & responsibilities for each allocated position
- Policies & procedures regarding the venue
- Initial handling of accident victims, altercations and other crowd incidents
- Communications procedures
- Chain of command
- Avoidance of actions that would incite or trigger dangerous crowd behaviors
- Conduct, responsibilities and demeanor during an emergency
- Basic first aid
- General health and safety, such as fire precautions
- Responsibilities for contacting and liaising with the emergency services

Future Entertainment has established brief job descriptions, expectations and authority of all working security personnel and they will be informed of all the rules, regulations and emergency procedures for this event.

Future Entertainment will liaise with the security contractor to ensure the appropriate staff are selected and trained as per the events and venues expectations.

15. Crowd Management Strategy

Future Entertainment's crowd management strategy strives to provide a safe environment through planning, cooperation and constant management.

Effective crowd management addresses all issues associated with the event, including, but not limited to, risk assessment, event promotion, anticipated crowd behaviour, ingress, egress, traffic, public amenities, emergency assistance, first aid, crowd capacity and crowd configurations, artist responsibilities, concessions, public safety, security and the establishment and enforcement of event safety rules.

Event information will always be relayed to a central point such as the EOC. This is because the Future Entertainment Security Manager will need to:

- Gain an overall picture of occurrences at the venue, such as size of crowd, build up of queues, serious incidents
- Coordinate the response by all staff responsible for crowd control
- Coordinate actions with other departments, emergency services or other external bodies

Future Entertainment will work with all key stakeholders to ensure that the maximum capacity of the event will not be exceeded. The number of patrons entering the venue will be recorded by means by the sale of a limited number of tickets. Future Entertainment will work with ticketing and gate staff to be informed on hourly entrance figures and when 25%, 50%, 75% and then 100% capacity is reached.

Distribution of the crowd inside the venue

In a ticketed event such as Good Life, organising the distribution of crowds within the venue does not generally create a problem. Where seating is not allocated, the positioning of visitors will need to be managed. As is planned for this event where several attractions may be taking place at the same time, Future Entertainment will work with the security contractor in having staff specifically monitoring crowd flow and build-up around the most popular attractions. In general, Future Entertainment will avoid placing popular attractions & stages:

- Close together
- Near entrances and exits
- Where traffic will slow down

Future Entertainment will work with the security contractor to ensure there will be appropriate levels of staff to direct the crowd in appropriate directions, especially as they first enter the venue. Future Entertainment has implemented planning and production techniques such as:

- Creating special viewing areas for people who want to stand and watch
- Blocking the view to prevent people from standing about in groups and obstructing others
- Scheduling popular entertainers at simultaneous times on different stages
- Using signage to indicate directions to attractions which are not obvious
- Making aisles and areas around attractions wide enough for people to stop and look at them without getting in the way of people moving through the venue

Future Entertainment has a full understanding that very popular performers may need to be protected from being mobbed when they arrive, leave, perform or move about the venue. We have planned to have separate performers' entrances. Attention will be diverted from arriving or departing performers by arranging for other attractions to be in progress at the same time.

16. Measures for crowd management structures

Design Considerations for front stage barrier

- Must be able to withstand a load of 7kilo newtons/metre right angle load.
- Barriers need to be at an appropriate height on the audience side to prevent thoracic compression.
- The preferred height of the stage barrier above the surface on which the audience stands is 1.2 metres, but should be no less than 1.1 metres.
- In areas subjected to extreme pressure, consideration should be given to restricting patrons who are of short height or at least advising them of the inherent danger of the location so that they may make an informed decision.
- Must have a dead front with no sharp protrusions.
- No finger or hand entrapments.
- Must provide an elevated platform for crowd controllers.
- Must have a curved or padded top.
- Allow vision through the barrier to ground level.

The Pit

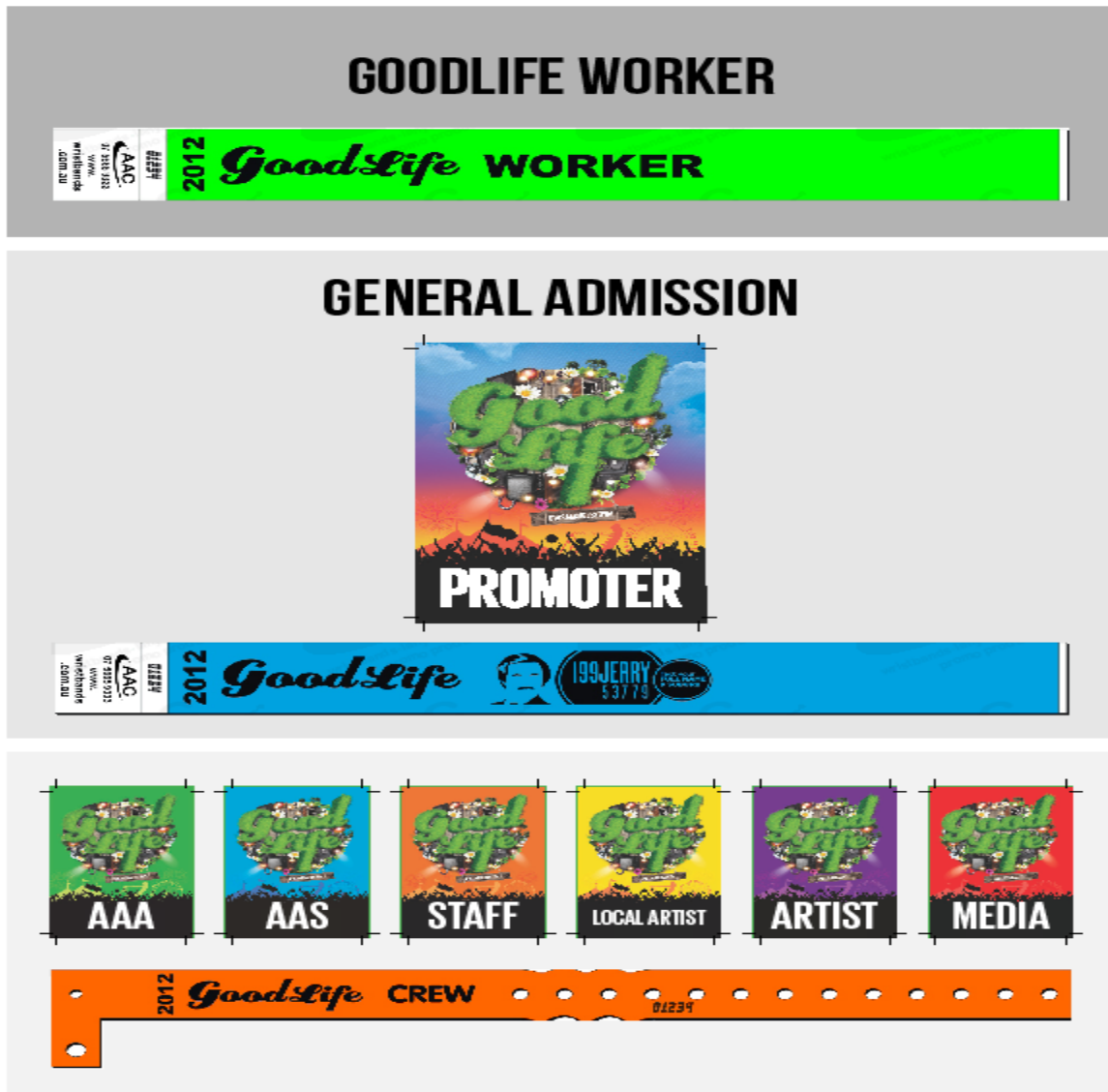
- This is the area between the stage and the front of stage barrier, and will be designed to assist the work of the security contractor, first aiders and paramedics.
- There will be no less than a 1.5 metre clear space between the stage front and the crowd barrier.
- The pit will have a non-slip surface.
- Some form of elevated platform inside the barrier will be required to help security staff extract people from the crowd and oversee the audience to identify anyone in distress.
- Entrances or exits from the pit will be unobstructed to allow stretcher-bearers clear access to a medical or first aid point away from the pit area and will be at least 1.1 metre wide.
- Any arrangements for photographers to work in the pit area will be agreed with Future Entertainment or entertainers who will need to be satisfied that their activity will not interfere with the work of security staff or first aid staff.

Multiple Barriers

- In areas where extreme pressures will occur such as prime viewing areas, at stages for crowds in excess of 10,000 and where the audience is not seated, multiple barriers will be considered.
- The preferred type is called a “D” barrier. This barrier normally extends in a curve from the stage extremities through to the mixing facilities and roughly forms a “D”.
- At this event crowd pressure is critical and will be monitored thoroughly.
- Where people may be of relatively small stature, density ratios may be considered which allow less than 0.3 square metres per person.
- D barrier will be limited to a capacity of 5000 patrons

17. Accreditation System

Below is an example of the accreditation used at Good Life 2012. The 2013 accreditation will be included 7 days prior to the event.



18. Staffing Strategy / Deployment

There will need to be adequate security staff with the necessary skills to carry out crowd control duties during both normal and emergency situations for Good Life 2013.

Assessing required staff numbers

There are various factors Future Entertainment will consider when deciding how many security staff will be required:

- The size and layout of the venue
- Industry standards for security deployment
- Amount of infrastructure on site
- Duty of care responsibilities for staff security and comfort
- The total number of crowd control tasks and other duties that need to be carried out, such as managing traffic, checking tickets, monitoring the crowd, etc
- How demanding each task is
- The likely size and behavior of the crowd; use previous events held to give an estimate
- Seasonal factors, time of day, weather; more staff will probably be needed at high season, peak hours
- Extra staffing that may be needed to cover rest breaks and absences due to illness or attrition.

Current industry practise is to follow the requirements laid down by Police which the ratio is 1:100 security officer per patron.

For this event we estimate that a security deployment of approximately 200 security personnel may be deployed (depending on the factors listed above).

19. Monitoring the crowd

Monitoring crowd behaviour is an essential aspect of crowd management, because it indicates whether the system in place is working and enables detection of potential problems at an early stage.

When thinking about monitoring requirements Future Entertainment considered the following:

- Whether there are enough staff within the venue to monitor all the areas where there are potential crowding problems
- If there are enough good vantage points for staff to monitor all the areas effectively
- If information from different areas of the venue can be communicated to a central location quickly

There may be some areas where crowds are likely to build up. Problem areas might include:

- Areas where people queue such as food and beverage stands and information points
- Popular stalls, attractions or exhibits
- Walkways between main stages

The likelihood and consequences of any sudden crowd movements has been established. Instances of this behaviour include invasions of the stage, mobbing of celebrities & entertainers, or running between various stages & vantage points. In each case, it will be important to monitor and control this sort of behaviour. This will involve:

- Training security staff to look out for certain types of behavior
- Establishing rules for visitors on acceptable behavior, together with penalties for unacceptable behavior, such as eviction and or handing over to Police
- Drawing up procedures for dealing with unacceptable behavior

Staff within the crowd

Under the direction the security contractors will position security staff in the crowd so that they can:

- Sense atmospheres, tensions, moods
- Look out for signs of distress
- Respond quickly to incidents and accidents
- Address, and discourage, any dangerous behavior quickly before it spreads, such as climbing up scaffolding or tress for a better view
- Help people and deal with queries

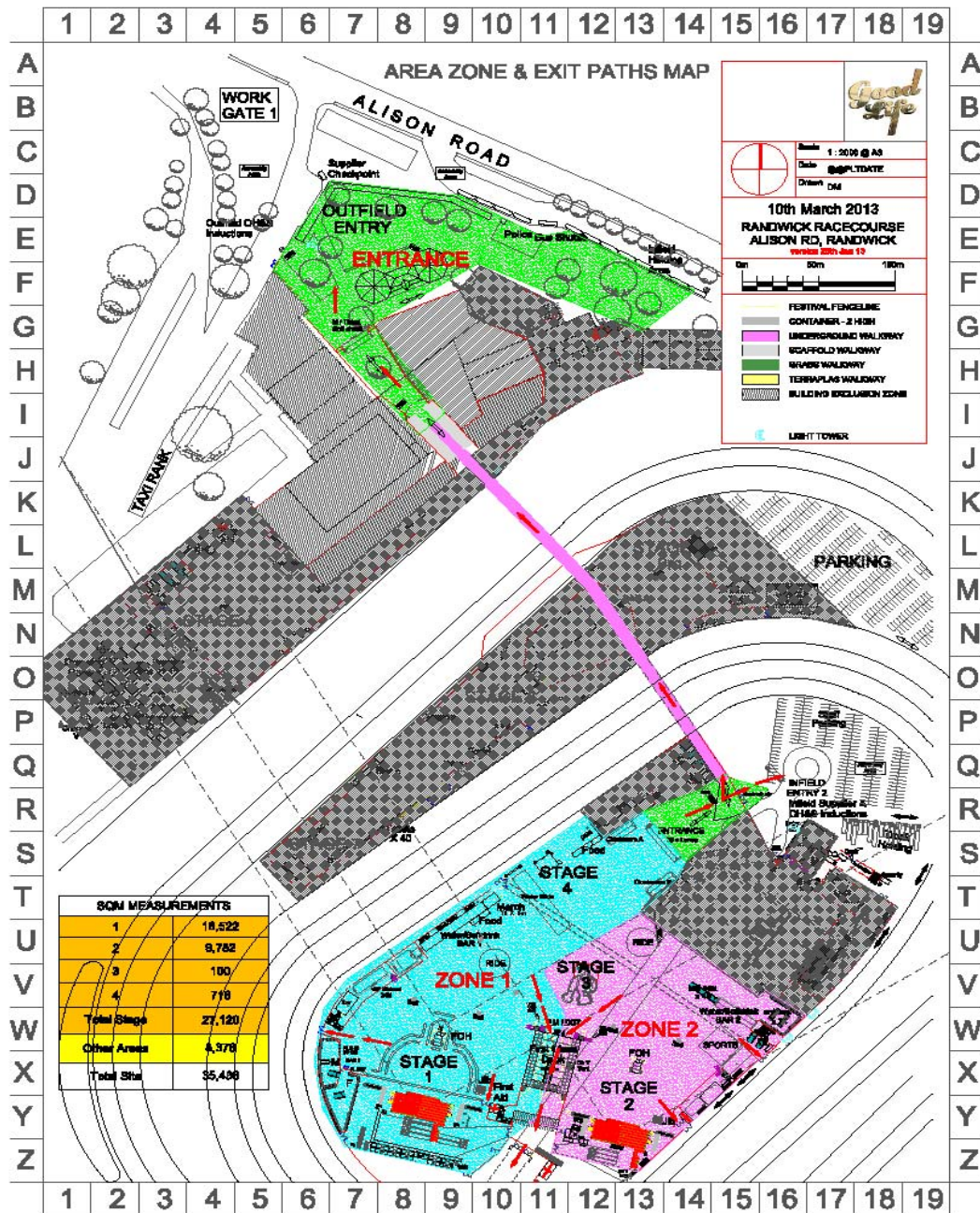
The planning for the event will again include dividing the site into 3 (three) zones with an even distribution of security staff for each role and responsibility.

These zones will be:

1. Zone 1
2. Zone 2
3. Entrance

All zones will have a dedicated Security Manger and 2IC. Zone sizes will be limited to an area that can be managed by the appropriate security resources.

20. Security Zone Map



21. Entrance Gate/s

Good Life 2013 will operate one entry path with two check points.

Outfield Entry - All patrons will be checked for ID, scanned with a hand held metal detector, breathalysed and have their bags searched and must produce valid ticket to proceed past this point. Any patron not compliant will not be granted entry. Any patron detected with a blood alcohol reading will be referred to "crowd care".

Infield Entry - Patrons will have their tickets scanned and provided with an event wristband. By wrist banding the patrons is allows security staff to identify and verify that patrons on site have undergone the appropriate entry screening process. Any patron detected with a wrist band will be removed of site.

The entry of patrons in a rapid but effective manor will always remain a critical strategy for this event.

Additional information regarding entrance procedures and structures will be provided 30 days prior to the event.

22. Conditions of Entry

Notices will be strategically placed at the entrance to the venue and event publications, informing patrons of the conditions of entry (COE).

- Good Life is an under 18's event (13yrs to 17yrs) – entry will be refused to patrons over the age of 18. Identification will be required to obtain entry.
- No Passouts
- Security staff are entitled to search, breathalyze, pat down or metal detect any patron upon entry or during the event. Any person not compliant will be refused entry or removed from the event – without a refund.
- You may be filmed / photographed at festival & footage/images may be used by, replicated, reproduced & published by Good Life for any use including but not limited to marketing & promotional uses.
- Disruptive or anti-social behavior will not be tolerated either within the event or the local area. A significant police and security presence will be in place enforce this
- Good Life reserves the right to refuse entry to any patron.
- Please respect the neighbours and residents whilst entering and exiting the event – keep noise levels to a minimum and place your rubbish in the allocated bins.

THE FOLLOWING ITEMS ARE NOT PERMITTED INTO THE VENUE:

- Alcoholic Beverages
- illicit substances – any patrons detected in the possession of illegal substances will be referred to police.
- Professional audio video recording devices
- Umbrellas / Fold up chairs / BBQ's / Eskies
- Aluminum cans, glass/plastic bottles or metal/plastic containers.
- Weapons, knives, scissors, laser pointers or any items deemed dangerous by security.
- Promotional or advertising merchandise
- Pyrotechnics, fireworks, flares, highly flammable or explosive substances.

Patrons with illicit items will be referred to the Police.

Illicit items include:

- Any form of drugs
- All forms of perceivable weapons
- Fraudulent ID

Any patron deemed to be intoxicated attempting to gain entry into the event will be refused entry.

A valid / current photo ID will be required. The following forms of identification will only be accepted.

- STA student ID
- Key Pass
- Learners Permit

23. Search Policy & Procedures

The search policy has been developed as a security control mechanism to maintain the safety and security of the event patrons and to enforce the responsible service of alcohol and corresponding duty of care considerations. Future Entertainment will coordinate with the security contractor, to ensure that appropriate search policies and procedures are implemented for:

- Up to 100% search of the general public entering the venue for alcohol, restricted and illicit items
- Up to 100% search for all packages and articles for alcohol, restricted and illicit items
- Everyone entering the event will be subject to a search of outer clothing, pockets and bags, to be carried out by security staff of the same sex.
- Body searches will ideally be complemented by the use of metal detectors to deter the carrying of weapons, and to reassure patrons.
- Security staffs don't have the right to insist on performing a body search - consent must be established.
- Security staff will not perform strip searches under any circumstances.
- Weapons that are seized will be immediately handed over to a security supervisor for storage in a secure place until they can be taken by or accepted by Police.

Any patron not compliant with search policy will be refused entry.

24. Ingress & Egress

Getting the large number of people to and from this event can be a difficult task and a number of issues were considered by Future Entertainment in the creation of this document and during the security assessment:

- The type of crowd expected and how this will affect access/exit
- How the type of event will affect access/exit
- How the event will affect the routine functioning of the suburb
- Whether more than one stage occurring / operating at one time
- How people with disabilities will get to the event
- Whether the surrounding road network is able to handle the anticipated spectator vehicular traffic

When Future Entertainment considered whether the site had adequate access, and a staging area, for large numbers of emergency vehicles in a major incident it assessed:

- Whether there are appropriate access roads or streets that could be closed to the public and used only for emergency and service vehicles
- If such an area is accessible to ambulances
- If access roads are unpaved, whether emergency vehicles could have problems
- Whether the external and internal access roads are adequate, providing easy access/exit to spectator areas
- Once on site, if there is sufficient room for easy movement of emergency vehicles

Some risks can increase when crowds are moving into or out of the venue. To reduce these risks Future Entertainment has considered:

- Ensuring there are sufficient entrances, spaces and routes inside and outside the venue to cope with the expected numbers; these should be sufficient to cope with patrons even if they don't arrive in an even flow but in a sudden rush, such as from trams or trains
- Checking for potential trouble spots, such as routes which become narrow or areas in which people could congregate, as these are going to cause congestion; bear in mind that people tend to use the most direct route even if it means walking on the road and endangering themselves or using an already crowded entrance
- Checking the effectiveness of these measures by monitoring arrival routes and parking areas to identify any potential problems
- Engaging enough staff to direct crowds and to deal with any minor problems, and equip them with adequate means of communication in case of major problems.

To encourage orderly movement through entrances and exits Future Entertainment with its security contractor will maintain and observe and maintain proper queues to avoid crowd pressure.

The security contractor wherever possible will not let patrons move forward until entrance doors or gates are fully open; fix entrance doors or gates in the open position once we have started to let people in or out. We will reduce the number and speed of persons converging upon a massed crowd or other obstacle. This is a case where funnelling (usually to be avoided) may be desirable as long as:

- It is controlled
- The crowd is not likely to build up
- There is more than sufficient open space in front of the funnel for people who are held up
- The funnel is staffed all the time it is in use
- It can be quickly removed in an emergency

Egress Plan

There are several reasons for implemented egress procedures and policies

- Minimize the affect of patrons leaving the event
- Provide a safer environment for patrons leaving the event
- Greater peace of mind for local community
- Ensure patrons don't vacate the venue with alcohol or infrastructure belonging to the Future Entertainment or the venue.

The Egress for this event will be managed from the Event Operations Centre (EOC). A copy of this plan will be in the EOC for the duration of the event. A specific briefing will be conducted with the security contractor and their relevant supervisors. This will be done by Future Entertainment's Security Manager.

All timings contained in this plan are subject to change. Most of the crowd is expected to leave after 2000 hours. Future Entertainment will monitor crowd egress from the front gate. If needed, times can be brought forward to accommodate earlier than expected egress. Weather can also effect times of mass egress. The EOC will have up to date weather information and will have time to change plans.

A detailed egress plan is in development and will be provided to all key stakeholders prior to the event.

25. Resident Response

The Resident Response deployment is an integral part of continuing excellent community relations on behalf of the ATC and Future Entertainment. Future Entertainment is confident that a contingency of ten (10) security staff in three (2) vehicles will be effective and appropriate for the event.

Resident Response Teams will be addressing the following issues:

- Loitering in, on or around private property
- Unruly behavior (screaming, yelling, urinating etc)
- Illegal activity (drug taking, fighting, drinking etc)
- Unauthorized entry onto private property
- Property damage (vandalism)

The procedures for the response teams will be as follows:

1. Response Teams will receive instructions (via two – way radios) to attend residential locations from a representative of Future Entertainment whom receives a complaint via telephone stationed in the EOC.
2. Response Teams will be requested to attend residential locations in and around the area and deal with incidents involving residents whom are experiencing incidents with patrons on their private property.
3. Response Officers will be professional and courteous at all times and respond in a timely, effective and diligent manner.
4. All matters will be recorded in supplied log sheets and reported immediately (via two way radio) back to the EOC.
5. A detailed log will be provided to Future Entertainment by the Supervisor of the Resident Response Team after the event has concluded.

28. After the Event

An important part of this security management plan for crowd safety and security is the regular review of safety measures after the event.

Timing

It is recommended by Future Entertainment that this event needs to be reviewed as soon as possible after it has taken place. If many of the staff are likely to disperse, a rapid debriefing should be carried out by the security contractor to Future Entertainment as soon as practicable. The information from the review, including any recommendations for improving crowd safety, will be helpful in planning the next event.

Future Entertainment will consider carrying out security reviews, which might be:

- Annually
- After any accident
- After any significant change to venue or the event
- After any serious incident at a similar venue and or event

The review will assess how far the safety and security objectives have been met and the performance levels achieved. It might:

- Identify any changes to the venue, such as temporary changes due to building work, changes in the staffing structure
- Identify any current or potential problems, including, if possible, the reasons for them
- Include liaison with other agencies
- Suggest ways of improving the system
- Include feedback from staff

The conclusions from the review will be passed on to everyone involved in ensuring crowd safety in the venue. Future Entertainment will consider inviting representatives of all the bodies who were involved in the event to take part in the review. Specific training for staff involved in the review process will help to improve its effectiveness. If there are a large number of people involved it will be more manageable to have a number of separate reviews examining particular issues, which can then be combined.

Future Entertainment will work with the security contractor to ensure that they have set up and have implemented an incident reporting system to record specific problems / issues.

Recording issues

Performance of security measures will be tested against predetermined standards and the achievement of the objectives in security plans. This will be helpful in identifying when and where action is needed to improve performance.

There are several types of information that can be collected when measuring performance. These include:

- The number of people
- The crowd density levels
- The crowd flows in various areas during the event
- The good and bad features of the venue's design
- The effectiveness of plans and procedures

The security contractor will record problems such as:

- Rule violations
- Patron ejections
- Arrests
- Injuries to the public
- Sudden crowd movements
- Areas of crowd build-up
- Difficulties in communications
- Complaints from the public

If causes of the problems can be identified, it will help Future Entertainment to improve the crowd safety and security systems for the next Good Life.

When measuring performance, Future Entertainment will assess all the available information, such as incident report forms, staff observations and incident statistics. One way of conducting the measurement will be to compare each aspect of the running of the event with the relevant plans and procedures. If this shows, for example, that the current crowd security system is not working properly, target dates will be set with the Future Entertainment for achieving the necessary improvements.

The security contractor / s will provide Future Entertainment with a post event security report. This report will include but not be limited to:

- Executive summary
- Event Recommendations
- List of security incidents (stats)
- Event observations
- Security recommendations

Revising plans and procedures

Once performance has been reviewed, Future Entertainment will consider what changes are needed to the arrangements for ensuring crowd security in the future.

Event information will always be relayed to a central point such as the EOC. This is because the Future Entertainment Security Manager will need to:

- Gain an overall picture of occurrences at the venue, such as size of crowd, build up of queues, serious incidents

- Coordinate the response by all staff responsible for crowd control
- Coordinate actions with other departments, emergency services or other external bodies

29. The Management of Risk

The management of risk is a critical factor in the professional management of Good Life 2013. Managing risk can be the difference between a successful, enjoyable event for all involved, and a stressful, disastrous event possibly resulting in loss of property, reputation, income or even life.

Risk management is a process used by Future Entertainment to avoid, reduce or control risks at our events. Some risks can be insured against, others cannot.

There are a number of reasons why a Future Entertainment puts considerable time and effort into security risk management and it does go beyond the recent issue of rising insurance premiums.

These are:

1. For safety

We want an atmosphere where everyone at the event feels safe and secure and knows their safety and security is one of the paramount considerations in every activity Future Entertainment undertakes.

2. For the safety of the people that attend our events

The mission of Future Entertainment is to provide a fun atmosphere for patrons, not harm them. The aim is to enhance their experience not do something that causes them pain, either physical or mental.

3. The threat of possible litigation

In the current circumstances this is a very real threat. Litigation is increasing according to the Insurance Council of Australia as are the size of the payouts for people who successfully sue. Not every promoter has faced legal action and not everyone who gets hurt then sues over it but by setting up a risk management strategy we are reducing the chance of people taking costly legal action against that will financially hurt Future Entertainment.

Future Entertainment's event security & risk management is a structured process of identifying, evaluating and controlling risks in a way that will minimise organisational losses and maximise opportunities.

Some sources of risk for Good Life are:

- Commercial and legal relationships-with suppliers and contractors
- Design error, inadequate testing, poor quality control
- Economic circumstances
- Human behaviour- civil unrest, riots, sabotage
- Inadequate management
- Inadequate safety measures
- Individual errors, wrong advice, negligence
- Natural events - rain, storms, lightning
- Poor planning
- Technology and technical issues
- Unsafe physical conditions

The main risk area that will be focused upon for Good Life in the risk assessment will be:

- Crowd Management and Security Operations

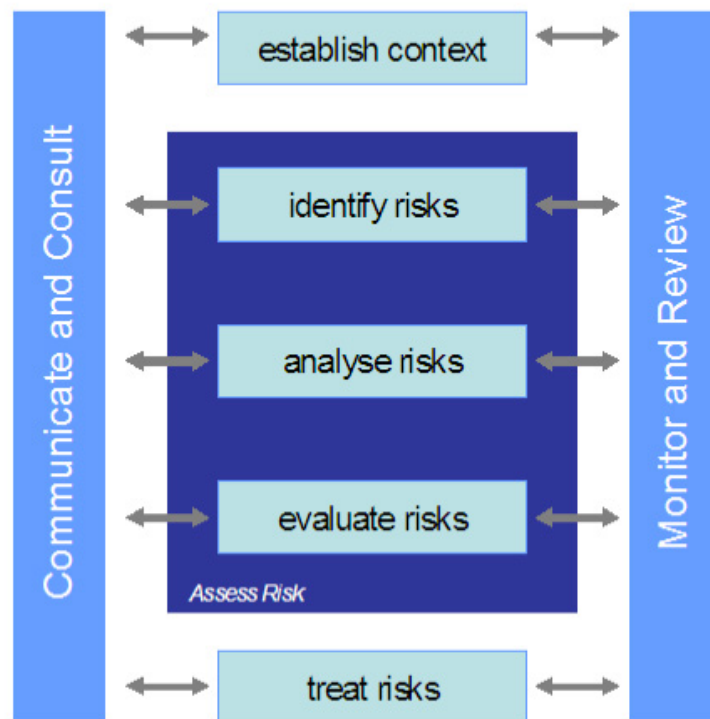
30. Risk Management Principles / Duty of Care

Ignoring the risks which apply to Future Entertainment business activities or the events we have planned could impact on the following:

- The health and safety of employees, customers, volunteers and participants
- Our reputation, credibility and status
- Public and customer confidence in our organisation
- Our financial position
- Plant, equipment and the environment.

A systematic approach to managing risk is now regarded as standard Future Entertainment management practice.

There are six steps to risk management: Establish the Context, Identify the Risks, Analyse the Risk, Evaluate the Risk, Manage the Risk and Review.



Future Entertainment has completed and incorporated into this document a security risk assessment of the event and has provided treatments options regarding these risks in the attached document (risk register).

One fundamental legal principle applicable to this event is that all reasonable care will be taken to avoid acts or omissions which may injure patrons or residents living near the event / venue. This principle is called 'Duty of Care'.

For Good Life 2013, Duty of Care requires all reasonable actions to be taken to prevent any foreseeable risk of injury, loss or harm to people directly affected by or involved in the event. This includes staff, volunteers, performers, the audience, and the public in surrounding areas.

Risk management is described as a cycle consisting of five stages:

Establish

Effective risk management requires a thorough understanding of the context in which Future Entertainment operates. The analysis of this operating environment enables us to define the parameters within which the risks to our events need to be managed. The risk management context defines that part of Future Entertainment's (goals, objectives, or project) to which the risk management process is to be applied.

Identification

Risks are identified during this stage. Most risk management strategies suggest convening groups of people involved in the various aspects of the event to assess the risks.

Analyse

We identify the controls (currently in place) that deal with the identified risks and assess their effectiveness. Based on this assessment, we analyse the risks in terms of likelihood and consequence. We refer to the Risk Matrix to assist us in determining the level of likelihood and consequence, and the current risk level (a combination of likelihood and consequence).

Evaluation

Identified risks are prioritised according to their probability of occurrence and severity of impact. The goal of the evaluation phase is to produce a comprehensive and realistic analysis and listing of potential risks. Performance measures will need to be specified at the planning stage to assist the evaluation process.

Review

Once the event is over it will be important to review all aspects of the operation, establishing the cause of any problems that may have occurred and ensuring that the procedures in place continue to be relevant as the needs of the venue and the visitors change. This will be an ongoing process of measuring achievement against stated goals, as well as more specific reviews carried out in response to particular problems or incidents. The review process should, wherever possible, incorporate evaluation of performance against standards or targets.

The review will encompass management aspects such as policy, management structure, as well as plans, procedures and measures used in the operation of the venue or problems experienced. In certain instances, day-to-day operations may vary little over a period of time and so require little specific provision or modification.

31. Assessing the risk

As part of the process of analysis, planning and implementation, it was important to identify potential hazards and problem areas within the venue and at the event.

Identifying the risks

First, it is necessary to consider where the event is going to be held and who will be attending. Any potential hazards will be identified in order to plan effective safety measures. A site inspection by the Future Security Manager will identify further specific hazards of the site prior and then during the event. Hazard identification does not only involve identifying the hazards themselves but also includes identification of 'contributory

events' or problem scenarios which contribute to the hazards, the assessment of how likely they are to occur and what happens when they do.

After previous events and consideration, the venue for the Good Life 2013 may present hazards such as:

- Injury through a security incident
- Injury through drug and alcohol intake

The crowd at Good Life 2013 may present hazards such as:

- Crushing between people
- Crushing against fixed structures
- Trampling underfoot
- Fight / physical confrontations between patrons
- Action by the crowd such as surging, swaying or rushing

Future Entertainment has assessed which people who may be harmed and how.

This can include:

- Anyone in the crowd
- Anyone exposed to overcrowded conditions for a prolonged period of time
- Staff and contractors could also be at risk

Controlling the risks

When assessing a risk, Future Entertainment has considered the likelihood of a hazard occurring and the potential severity of the outcome. The first approach is to eliminate the hazard altogether, but where this is not practical our aim is to control the risk so that harm to any person is unlikely. Strategies to control the risk include:

Cancel and avoid the risk

If violence has previously been involved with the event and signs indicate that more trouble is on the way, cancellation may be appropriate.

Diminish the risk

Although limited searches are conducted as a standard condition of entry to many major events, searching every patron entering this event may be unwise and impractical. Diminishing the risk of weapons might be better done by positioning more security personnel throughout the venue.

Reduce the severity of risks that do eventuate

Plans to respond to the risk should be in place, generally as emergency plans and in conjunction with the incumbent venue security provider and emergency services.

Recording the risk assessment

The significant findings of the risk assessment and what measures are being taken to tackle risks are recorded in the document incorporated within this document (risk register). Included are the main hazards identified, the people who may be exposed to such hazards and assessment of the significant risks. Also included are the control measures already in place and the additional precautions required to reduce any risks to an acceptable level. We have included the date for review of the assessment, noting that changing circumstances trigger an earlier review. Such criteria will include:

- Major changes in the venue
- Significant changes to the event
- Incidents which did or could have injured members of the public
- Serious incidents at other venues

Level of Risk Matrix

Likelihood	Consequence				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
A Almost Certain	Moderate	High	High	Extreme	Extreme
B Likely	Moderate	Moderate	High	High	Extreme
C Possible	Low	Moderate	High	High	High
D Unlikely	Low	Low	Moderate	Moderate	High
E Rare	Low	Low	Moderate	Moderate	High

E: **Extreme risk** - immediate action required

H: **High risk** - CEO attention needed in development of risk reduction strategies

M: **Moderate risk** - specific risk reduction strategies needed. Management responsibility must be specified.

L: **Low risk** - manage using existing controls

Risk Consequences Definitions

Consequence	Category	Description
Catastrophic	5	The consequence would threaten the event and the event organisation e.g. death, huge financial loss.
Major	4	The consequence would threaten the continued effective functioning of the event organisation and therefore the event e.g. major financial loss, important external resources required.
Moderate	3	The consequence would not threaten the event, but would mean that the event would be subject to manageable changes e.g. high financial loss, medical treatment required.
Minor	2	The consequence would not threaten the efficiency or effectiveness of some aspects of the event, but would be dealt with internally e.g. medium financial loss, first aid treatment.
Insignificant	1	Consequence would be dealt with by routine operations, e.g. no injuries, no financial loss.

Likelihood ratings table

Level	Descriptor	Description
A.	Almost certain	Event is expected to occur in most circumstances
B.	Likely	Event will probably occur in most circumstances
C.	Moderate	Event should occur at some time
D.	Unlikely	Event could occur at some time
E.	Rare	Event may occur only in exceptional circumstances

Risk Key Register

ATC	Australian Turf Club - Randwick Racecourse
FIRE BRIGADE	Fire Brigade
Future	Future Entertainment
ISEC	ISEC Group
MEDICS	On Site Medical Events Team Ambulance Service
POLICE	Police

32. Risk Assessment

#	Risk Hazard	Risks / Impact	Likelihood	Consequence	Risk Treatment Actions & Control Procedures	Responsibility
SECURITY RISK ASSESSMENT						
1	Perimeter Breach	- Loss of income - Injury to Patron - Injury to Staff - Unauthorised Access	C	3	- Implementation of Security Management Plan - Security to be placed around event fence lines and briefed of possible fence breaches. - ISEC to provide trained and experienced staff at perimeter hot spots. - CCTV	ISEC FUTURE
2	Accreditation Forgery	- Loss of Income - Overcrowding - Unauthorised Access - Overage Patron Access - Illegal Activity - Disorder	C	1	- Implementation of Security Management Plan - Use unique accreditation design - Place accreditation boards around site so security staff can use as reference/guide - Brief security staff accordingly	FUTURE ISEC POLICE
3	Terrorist Attack	- Loss of Income - Injury or Death - Property Damage - Adverse Media Coverage - Trauma - Disorder - Panic	D	4	- Implementation of Security and Emergency Management Plan - Work with police to ascertain any threats - Information to be communicated to all key stakeholders regarding suspicious persons or packages or threats received	FUTURE POLICE ATC ISEC

#	Risk Hazard	Risks / Impact	Likelihood	Consequence	Risk Treatment Actions & Control Procedures	Responsibility
SECURITY RISK ASSESSMENT						
4	Prohibited Items (Illicit substances)	• Illegal activity • Injury or Death • Intoxication • Trauma • Disorder	A	3	• Implementation of Security Management Plan • Ensure bag searches are conducted thoroughly and effectively. • Ensure staff are briefed on a list of items to be refused, confiscate or cloaked • Large number of security staff to be deployed at entrance to enforce COE	POLICE FUTURE ISEC
5	Attendance of Overage Patrons "toolies"	• Sexual Assault • Physical Assault • Bullying	B	4	• Implementation of Security Management Plan • Ensure age checks (ID) are performed as required at the entry gate. • Ensure checks are completed on anyone not wearing or displaying a wristband with the event. • Ensure signage is displayed at the entrance and on event advertising publications detailing no persons over 18 permitted within the venue / event • Large number of security staff to be deployed at entrance to enforce COE	POLICE FUTURE ISEC

#	Risk Hazard	Risks / Impact	Likelihood	Consequence	Risk Treatment Actions & Control Procedures	Responsibility
SECURITY RISK ASSESSMENT						
6	Community Disruption	- Vandalism to private property or neighbouring areas - Loss of Community Support - Loss of Reputation	B	3	- Implementation of Security Management Plan - Implementation of a resident hotline to be manned during the event and receive complaints. - Deployment of security staff roving the perimeter and neighbouring area. - CCTV	FUTURE ATC ISEC POLICE
7	Alcohol	- Intoxication - Violent Behaviour - Disorder - Physical Injury - Criminal Activity	C	2	- Implementation of Security Management Plan. - Large number of security personnel to be deployed at main entrance to enforce COE including blood alcohol analysis. - Youth service to be provided on site for support	FUTURE POLICE ATC ISEC
8	Drugs	- Intoxication - Violent Behaviour - Disorder - Injury or Death - Adverse Media Coverage	C	3	- Implementation of Security Management Plan - Enforce COE at entrances - Youth service to be provided on site for support - Engage appropriate medical services - Medical plan to be developed - Several ambulances on site at all times	FUTURE POLICE MEDICS ISEC

#	Risk Hazard	Risks / Impact	Likelihood	Consequence	Risk Treatment Actions & Control Procedures	Responsibility
SECURITY RISK ASSESSMENT						
9	Overcrowding	• Crowd Crush • Injury or Death • Panic • Trauma • Disorder	R	3	• Implementation of Security and Emergency Management Plan • Ensure ticket sales don't exceed venue capacity • Popular talent to perform simultaneously on separate stages • Stages are not erected to close to each other • CCTV • Enforce COE	FUTURE POLICE ATC ISEC
10	Criminal Activity	• Theft • Vandalism or Property Damage • Violent Behaviour (Assault) • Physical Injury • Disorder • Arson • Trauma	D	3	• Implementation of Security Management Plan • Ensure incident response procedures are developed • A large number of vigilant response security staff to be deployed to ensure incidents are managed effectively. • Enforce COE • Police presence on site during the event • CCTV	FUTURE ATC ISEC POLICE

#	Risk Hazard	Risks / Impact	Likelihood	Consequence	Risk Treatment Actions & Control Procedures	Responsibility
SECURITY RISK ASSESSMENT						
11	Climbing Structures	- Physical Injury - Death - Trauma - Panic	C	1	- Implementation of Security Management Plan - Adequate numbers of security personnel on site - Static security posted in areas that are venerable to climbing - CCTV	FUTURE ATC ISEC POLICE

33. Security Roster & Position Map (Dot Plan)

A complete security roster will be included 30 days prior to the event.